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**Co-VAL [770356] “Understanding value co-creation in public services for transforming European public administrations”**



**D9.1 Methodology for monitoring**

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<b>Document description</b>	This document presents the methodology for developing a policy dashboard that will enable collaborative monitoring of what governments are doing in implementing digital transformation and co-creation policies. More specifically, the deliverable presents the indicator checklist that will inform the development of an online dashboard, transforming policy documents and stakeholder input into trackable operational checklists. The preliminary set of indicators depicted in the deliverable will be used for the piloting of the dashboard at local level.

## Document Revision History

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		Modification Reason	Modified by
V0.1	01/07/2018	ToC	LC
V0.2	20/07/2018	1 <sup>st</sup> version including examples	LC
V0.3	31/07/2018	Final draft sent for review	LC
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V0.6	30/08/2018	Final version sent for submission	LC
V1.0	04/09/2018	Final check and submission	ATC

## Executive Summary

This document presents the methodology for developing a policy dashboard that will enable collaborative monitoring of what governments are doing in implementing digital transformation and co-creation policies. More specifically, the deliverable presents the indicator checklist that will inform the development of an online dashboard, transforming policy documents and stakeholder input into trackable operational checklists. The methodology for the development of the policy dashboard is an output of Task 9.1, the first task of Work Package 9, which aims to ensure that the recommendations developed in WP7 are reflected into policy action by tracking at very granular level what Member States are doing. The dashboard will be first piloted in collaboration with the City of Milan and its international partner cities belonging to the networks Eurocities<sup>1</sup> (comprising 140 of Europe's largest cities and over 45 partner cities) and C40<sup>2</sup> (comprising 90 of the world's greatest cities), advanced in the path to digital transformation and co-creation activities. The City of Milan will help in the recruitment of the stakeholders providing data to the tracker. The dashboard will then gradually be extended in order to cover new indicators, based on the next policy recommendations developed by the project, and all the member states.

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<sup>1</sup> <http://cities4europe.euocities.eu/>

<sup>2</sup> <https://www.c40.org/>

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# 1 Introduction

This document presents the methodology for developing a policy dashboard that will enable collaborative monitoring of what governments are doing in implementing digital transformation and co-creation policies. More specifically, the deliverable presents a checklist of indicators that will inform the development of an online dashboard, transforming policy documents and stakeholder input into trackable operational checklists. The preliminary set of indicators depicted in the deliverable will be used for the piloting of the dashboard at the local level.

## 1.1 Purpose and Scope

As part of WP7, the Lisbon Council will develop actionable policy recommendations, which will be then tracked through a dashboard that enables collaborative monitoring of what governments are doing in the collaborative digitalization of public administration.



Figure 1: Co-VAL Policy Impact

More specifically, WP9 aims to ensure the recommendations developed in WP7 are translated into policy action by tracking at very granular level what the Member States are doing (see Figure 1). This WP will develop a policy tracker that will enable collaborative monitoring of what governments are doing in implementing co-creation policies. The tracker will be built based on the large experience accumulated with the Startup Manifesto Policy Tracker and the eGovernment Action Plan Evaluation. The WP will first design a prototype tracker based on the existing reference policy documents and updated in the course of the project to reflect the recommendations from WP7. It will then develop the online tracker, with a consolidated smart crowdsourcing approach where national experts and the public, in general, can support the monitoring. The tool will include interactive visualisation to make the results intuitive and appealing. It will enable rankings of government activity. Finally, the WP will produce yearly status reports and scoreboard to assess progress. In this respect, *Task 9.1: Design of the tracker prototype*, will first design the indicator checklist, and then it will also develop the web-based tool and the guidelines for country experts.

This document is to be used by the stakeholders involved in the data collection activity as well as by the other consortium partners involved in the exercise.

## 1.2 Structure of the Deliverable

This document is comprised of the following chapters:

- Chapter 2 explains the methodology for building the dashboard;
- Chapter 3 explains our strategy for piloting the dashboard;
- Chapter 4 outlines the next steps in WP9.

## 2 Methodology for the Dashboard

### 2.1 Definition of the Checklist

The exercise requires gathering granular data at the level of Member States and at the local level, in order to enable cross-analysis. In this respect, the study team will collect data about policy measures and initiatives covering variables related to strategy and action plans, measures to boost innovation capacity, and support mechanisms. As already presented, the data about the policy framework are typically available from national policy documents, and sometimes summarised in EU reports. The challenge is to ensure the identification of the data sources, the collection of data in comparable ways, and the analysis in order to display the data in a way that is meaningful, easy to communicate and understand by policy makers in order to increase the policy impact. Moreover, since policies evolve, there is the need to ensure sustainability over time, hopefully even after the end of the study. Finally, data on the implemented policy could benefit from open feedback regarding the effectiveness of the said policies. The proposed solution is a smart crowdsourcing approach, enabling experts to provide directly the information on a web platform. This solution has been already successfully implemented in many instances, from the Digital Agenda implementation to the eGovernment action plan evaluation, to the Startup manifesto tracker, with constant high quality of information and increased sustainability.<sup>3</sup>

The tool will be based on the following elements:

- A central website where information can be directly updated on the policy progress and is immediately published;
- An intelligently crafted crowdsourcing approach, where information is uploaded directly on the website by a limited set of appointed experts;
- A checklist-based approach to policy monitoring. Each policy objective is translated into 3-4 concrete measures with Yes or No answers, backed up by supporting evidence;
- An interactive visualisation of the policy progress through a traffic light system;
- Real time country profiles summarising all the main information and providing data for download;
- In particular, the checklist approach is fundamental to ensure high quality and comparable policy analysis. Binary indicator (e.g. are there financial incentives in place) are defined in a way that leaves little room for ambiguity. Moreover, any Yes answer must be corroborated by evidence (i.e. reference to an official document). Finally, an editorial process ensures that the central team study revises the experts' input to ensure consistency of interpretation.

### 2.2 Publication of the Dashboard

The checklist created by the study team will be further developed and refined in collaboration with the consortium partners and relevant stakeholders. After validation, the checklist will inform the visualisation dashboard to be available online only to a restricted set of stakeholders. The tool will be hosted in the project website ([www.co-val.eu](http://www.co-val.eu)). The website will include a set of dynamic services. The overall design of the website will be based on the development of previous projects and will be adapted to the specific needs of this tender. The design will be visually appealing and extremely easy to use

The dashboard is articulated in four main sections:

- Summary visual dashboard

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<sup>3</sup> See [www.daeimplementation.eu](http://www.daeimplementation.eu), <http://egovap-evaluation.eu/>, <http://www.europeandigitalforum.eu/startup-manifest-policy-tracker/dashboard>

- Local level summary sheet (municipality)
- Country summary sheet
- Detailed sub-dimensions data input

As depicted in the figure below, a summary table based on a traffic light system will allow for quick and easy comparison of the situation across MS alongside the main questions addressed<sup>4</sup>.

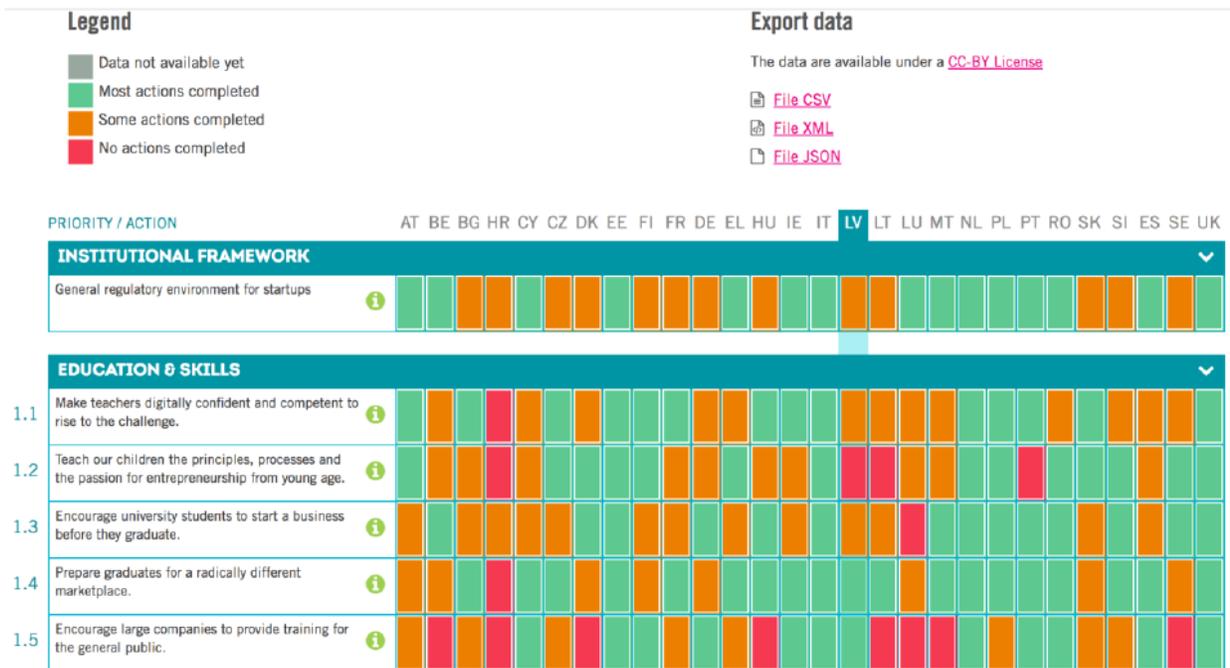


Figure 2: Example of summary dashboard

Each country sheet will be directly editable by country stakeholders through a secure unique username/password. Below is provided an example of country summary<sup>56</sup>.

<sup>4</sup> Source: <http://www.europeandigitalforum.eu/startup-manifest-policy-tracker/dashboard>

<sup>5</sup> Source: crowdfunding4innovation.eu

<sup>6</sup> Source: <http://www.europeandigitalforum.eu/startup-manifest-policy-tracker/dashboard>

**CROWDFUNDING INNOVATION**

HOME DEFINITION PLATFORMS' MAP - STUDY - BLOG CONTACT

Home > Country fiches > Country fiche for Austria

## Country fiche for Austria

[Download PDF](#)

**General information**

The Austrian crowdfunding market is slowly changing from a small market niche to a serious alternative in the financial system. The change is due to the introduction of a new legal framework, which came into effect in Austria on the 1st of September 2015. Since then, the number of crowdfunding projects and crowd-based business models have increased rapidly.

AF market volume per capita

Do you know about crowdfunding in Austria? Tell us what you know using the comment below.

Role of alternative finance | **Regulatory Context** | Support policies | Additional insight

**Overall size of the market:**  
According to the 2nd European Alternative Finance Industry Report from 2016, 12m EUR have been raised in Austria in 2015. Since 2013, when crowdfunding came up in Austria for the first time, 70 Projects have been crowdfunded (equity based) with EUR 11.14 million. Well-known crowdinvesting platforms include conda.at, 1000x1000.at and greenrocket.com. Amongst all the crowdfunding platforms, Kickstarter and Indiegogo rate amongst the most well-known in the world. A few months ago, wemakeit.com was also launched in Austria.  
[https://www.wko.at/Content.Node/Service/Unternehmensfuehrung--Finanzieru...@](https://www.wko.at/Content.Node/Service/Unternehmensfuehrung--Finanzieru...)

**Trend:**  
There has been a significant increase in the market since September 2015 due to the implementation of the alternative financing law.

**Total crowdfunding platforms:**  
14 Platforms in 2015.

**Crowdfunding Platforms specialising on R&I:**  
There are 2 platforms specialised in R&I: 1000X1000 and Green Rocket.

Evidence	
Equity-based crowdfunding	Equity-based Crowdfunding (7.3m EUR in 2015). For 2015, Austria had six active platforms using the equity-based model and raising EUR 8.1 million. The growth rate from 2014 to 2015 is 335 %. However, the crowdfunding market in Austria is still in its very early stages, compared to overall Austrian investments or other European countries. The active platforms include: <a href="http://www.conda.eu">@www.conda.eu</a> , <a href="http://www.dasertragreich.at">@www.dasertragreich.at</a> , <a href="http://www.greenrocket.com">@www.greenrocket.com</a> , <a href="http://www.homerocket.com">@www.homerocket.com</a> , <a href="http://www.regionalfunding.at">@www.regionalfunding.at</a> und <a href="http://www.1000x1000.at">@www.1000x1000.at</a> .

Figure 3: Look and feel of the country summary sheet

## Track progress in Austria

### Summary

Recent years have seen Austria – and in particular Vienna – evolve from an entrepreneurial desert to a promising home for young startups. Still, despite the improving infrastructure and growing awareness of entrepreneur-driven issues (aided by successful local exits and flourishing business angels), there is a lack of venture capital for follow-up financing – and of the right entrepreneurial spirit. One of the initiatives to promote entrepreneurship in Austria is Pioneers Festival, an annual event gathering startups, investors, and technology-driven corporations with a specific focus on Europe, especially Central and Eastern Europe. Labour costs are also high, due to payroll-taxes and health insurance costs, but perhaps the biggest issue for entrepreneurs is a lack of real tax incentives for startups and startup investors. There are some political initiatives to adapt current law to modern day requirements. The government has recently presented its digital strategy, which echoes several suggestions of the Startup Manifesto

To track progress in the implementation of other priorities and actions across countries – visit the interactive [Dashboard page](#)

The Startup Manifesto Policy Tracker is a dynamic tool, open to suggestions for improvement and external contributions. If you would like to share with us a country or regional initiative which you believe should be included in this survey, please leave your comment below.

[Expand all](#) | [Collapse all](#)

## Institutional Framework

### + Institutional Framework in Austria

*"General regulatory environment for startups"*

## Education & Skills

### + Action 1.1 in Austria

*"Make teachers digitally confident and competent to rise to the challenge."*

### + Action 1.2 in Austria

*"Teach our children the principles, processes and the passion for entrepreneurship from young age."*

### + Action 1.3 in Austria

*"Encourage university students to start a business before they graduate."*

### + Action 1.4 in Austria

*"Prepare graduates for a radically different marketplace (digital skills + vocational training)."*

### + Action 1.5 in Austria

*"Encourage large companies to provide training for the general public (for management, leadership and communication skills)."*

**Figure 4: Look and feel of the country summary sheet**

### 3 Piloting the Dashboard

#### 3.1 The local level is key to delivering digital government

The first edition of the Co-Val dashboard will start from the recommendations of the first policy brief<sup>7</sup> and will provide a comprehensive monitoring of the digital transformation and co-creation practices. The brief argues that digital government has not yet achieved its promises, mainly due to a limited benefit for the final users. To achieve truly transformative digital government in line with the objectives of the Tallin declaration, it is necessary to ensure adequate involvement of the local level, which is the one closest to the user. Concretely, the brief recommends that:

- EU and National Governments support the implementation of digital government at the local level in line with the European Interoperability Guidelines. The National government should not centralize all services, but provide adequate interoperability frameworks and dedicated horizontal services with an “ecosystem - building” approach;
- Local governments adopt, as part of its online services delivery, horizontal software components developed by third parties in line with the National Interoperability Frameworks, such as identity or payment services. By the same token, local governments make its data accessible as authoritative base registries to other government agencies (e.g. civil registry);
- Local governments, on the other hand, remain the main contact points with users. As such, its focus should be firmly on user involvement and uptake of the services;
- To deliver this, local governments should be equipped with an adequate policy, and adequate skills – including by recruiting senior management figures from the private sectors;
- Last but not least, monitoring through KPI is essential and should firmly focus on uptake data automatically generated by online services.

The conceptual model of the pilot application is depicted in Figure 5.

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<sup>7</sup> David Osimo, How Local Government Reform is Key to Europe’s Digital Success: A Six-point Programme for eGovernment Renewal. (Brussels: The Lisbon Council, 2018).

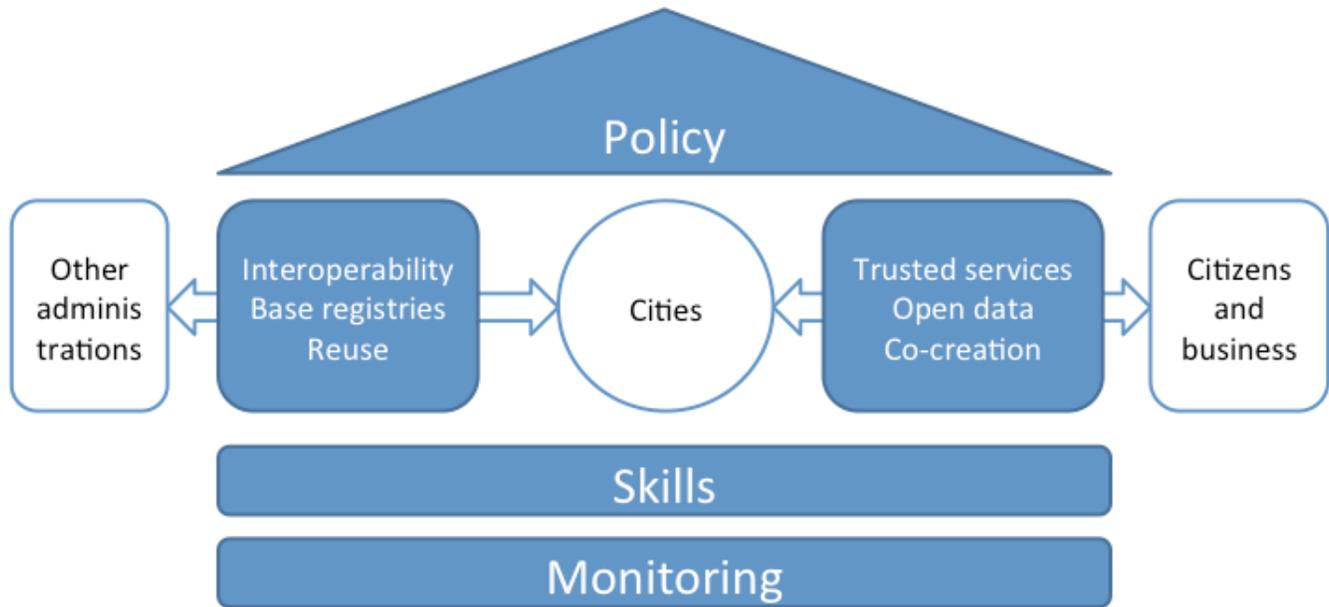


Figure 5: Conceptual model of the Dashboard: the local-national digital government ecosystem

### 3.2 Indicators for the dashboard

In Table 1, we depict the first proposal for a set of 18 dashboard indicators to measure progress against these recommendations. Of course, we are fully aware of the sizeable number of existing indicators on digital government. However, our proposed dashboard is fully complementary to them, because it addresses two underestimated but crucial aspects: the collaboration between the national and local level, and the uptake<sup>8</sup>.

The indicators are decomposed into the five dimensions illustrated above:

- **Policy:** this dimension considers the participation to international networks and initiatives, as well as the consistency of the local digital government strategy with the EIF;
- **Interoperability/re-use:** this dimension deals with the ability of the public administration to share information and knowledge with other administration, by mean of the exchange of data between ICT systems. For the purpose of the dashboard, interoperability entails also re-use of software and service components;
- **Collaboration:** this entails the involvement of users in the creation and design of services, as well as the acceptance of trust services for using the services provided by the public administration;
- **Skills:** this dimension considers the acquisition of skills by the public administration, by mean of training of civil servants, as well as by mean of hiring managing personnel from private companies;

<sup>8</sup> The national-local collaboration is partially analysed by the National Interoperability Framework observatory, but only concerning the design of the NIF, not on the actual implementation. The uptake dimension is considered by the DESI index using Eurostat data based on surveys, but we argue in the paper that the data should be generated directly by the public administration systems

- **Monitoring:** this final dimension deals with the monitoring activity implemented by the public administration by mean of KPIs. Beside the data, local governments will be able to add evidence and other qualitative information, including suggesting best practice for each indicator.

**Table 1: Proposal for a Set of Dashboard Indicators**

Dimension	Indicator
Policy	Number of EU projects on digital government participated by the local authority in the last 5 years
Policy	Do you (local authority) participate in international networks on digital government?
Policy	Do you (local authority) have a digital government strategy consistent with EIF?
Policy	Do you (central authority) have a national digital plan?
Interoperability/re-use	Do you make your base registries accessible to other public administrations?
Interoperability/re-use	Do you (central/local authority) reuse software or service components in your service delivery to citizens and business?
Interoperability/re-use	Number of APIs provided by the local authority to other administrations and to private companies
Interoperability/re-use	Number of third parties using the APIs developed by the local authority
Interoperability/re-use	Number of calls to APIs developed by the local authority per month
Interoperability/re-use	Do you (central authority) provide centralized service modules to local authorities? Indicate which one: id, base registries, payments, others
Interoperability/re-use	What is the uptake of those services by local authorities (in % of total local authorities)?
Collaboration	Do you (central/local authority) involve users in the design of services?
Collaboration	Percentage of services (certificates, etc.) provided entirely digitally by the central/local authority
Collaboration	Do you (central/local authority) accept the use of qualified trust services in line with the eIDAS regulation?
Collaboration	What % of transaction or users (of local authority services) have used eIDAS compliant eID or how many citizens have them?
Skills	Did you (central/local authority) bring in, in the last 5 years, personnel from the private sector in management positions?
Skills	Did you provide training on digital matters to at least 10% of your staff in the last 3 years?
Monitoring	Do you (local authority) have KPIs to monitor digital government?
Monitoring	Do your (local authority) KPIs include uptake of online services?
Monitoring	Do your (local authority) KPIs include users' co-creation?

For every indicator, the pre-selected answers can be: **Achieved, In progress, No activity**. The dashboard will be first piloted in collaboration with the city of Milan and its international partner cities, advanced in the path to digital transformation and co-creation activities. Then the research team will increase the number and the scope of indicators present in the dashboard. Specifically, the team will add new indicators at member state level based on the feedback from the stakeholder panel and the experts involved in data gathering, as well as on the research carried out in other work packages. The final list of indicators will also include a wider range of co-creation indicators.

### 3.3 Data gathering

As already mentioned, initially the data gathering will be carried out by the consortium members, which will populate the dashboard using the available recent reports and policy documents. In the meantime, the consortium will select a series of experts belonging to the public administrations providing the data. Such experts will provide additional data from national reports and other information sources. The information will be directly uploaded on the web tracker, and after accurate quality check becomes visible on the dashboard. The quality check will be carried out by the institutions involved in the work package, i.e. UAH, ATC and Lisbon Council. According to the project specifications, the consortium will identify and engage 29 country experts. The country experts will be endowed with guidelines and an account providing access to the dashboard for data inputting. The country experts will belong to the public administrations providing the data: in most of the cases, they will be the responsible of the digital agenda in each member state. During the piloting of the dashboard, the data will be collected primarily by a set of cities, more specifically from the City of Milan and its partners which are smart cities belonging to the networks Eurocities<sup>9</sup> (comprising 140 of Europe's largest cities and over 45 partner cities, i.e. 130 million citizens across 39 countries) and C40<sup>10</sup> (comprising 90 of the world's greatest cities, representing over 650 million people and one quarter of the global economy). The consortium team will leverage on the City of Milan for the recruitment of the stakeholders providing data to the tracker. Such stakeholders will be the responsible of the implementation of digital policies in their respective municipality, and in particular will provide evidence for the fulfilment of the indicators present in the dashboard. The fact that the dashboard is visible to everybody and their belonging to a network led by the City of Milan will facilitate their involvement in the project. The Lisbon Council will keep regular contacts with the experts, providing them with content related to the project and involving them in online engagement activities such as webinars. Furthermore, the experts will be invited to the most important events of Co-VAL.

The tracker will also allow open comments to each country/municipality fiche, in order to identify best practices and feedback from the community. In this way, all the data provided in the dashboard will be open for review and for comments, in order to ensure the highest level of precision possible.

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<sup>9</sup> <http://cities4europe.eurocities.eu/>

<sup>10</sup> <https://www.c40.org/>

## 4 Next Steps

Finally, the next steps in the work package are outlined in the following table. It has to be noticed that “Reporting of the piloting activity” is not a contractual deliverable. However, we believe it would be important to have feedback from the piloting activity also for the benefit of other tasks of the project.

**Table 2: Next Steps**

Activity	Due date
Initial recruitment of Stakeholders for data collection	M10 – August 2018
D9.2 - Online prototype tracker (includes validation of indicators by local government network)	M12 – October 2018
D9.3 - Guidelines for country (municipality) experts	M12 – October 2018
Start of the data collection	M13 – November 2018
Reporting of the piloting activity	M15 – January 2018
D9.4 - Complete dashboard	M15 – January 2018
Final recruitment of Stakeholders for data collection	M15 – January 2018
Start of the second round of data collection	M15 – January 2018
D9.5.1 – First yearly report	M24 – October 2019